

12 January 1953

MEMORANDUM FOR: Colonel White

**SUBJECT : Specific Notes**

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1. By paragraph, I should comment on [REDACTED] memorandum of 20 December. 25X1A9a

a. Paragraph 2. I do not agree that the plan though comprehensive and thorough goes into as much specific detail as is possible under the circumstances. I grant that the gap must be closed by experienced men on the scene but believe that further study will reveal a good many more specific details which can be planned without creating inflexibility.

b. As to the matter of the individual envelopes of instructions, I suggest that a standard envelope be set up for issuance to those who are properly admitted but are not listed and, therefore, do not have individual envelopes prepared for them. If some sort of holding pool operation is contemplated for the time involved in getting them placed on the force, then standard instructions could be prepared to cover such a pool operation.

c. Paragraph 3b. A reference library is an excellent suggestion. The suggestion for including certain classified periodic intelligence reports is a good one if we know (and this point I have raised in my first memorandum to you, dated 2 January) just what we are going to do when we get there. It is not enough to provide for continuity by skeletonizing from a total staff. This, as far as I know, would presume continuity of all functions, which I cannot believe is truly the case.

d. Paragraph 3c. Same question raised again. What are the functions that are to be continued?

e. Paragraph 3d. I believe that companion pieces in the [redacted] plan and the Agency Headquarters' plan should be written, providing for a cross-check system between the [redacted] and the Agency lists at the time of the emergency and subsequent to it. Quick and easy methods of determining those on the force who did not arrive and, therefore, what qualifications are needed to fill out the staff would be essential. Listing of the unissued individual envelopes would constitute a roster to be used for substitutions. This should first be checked against unlisted arrivals and the remaining then referred for replacement from such pool as might remain.

f. Paragraph 3c. If motor pool cars are able to get to the Center, then trucks from the garage could also. I would suggest, therefore, that perhaps a plan could be laid on for the loading of a truck at the garage

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with a pre-determined selection of tools and equipment for addition to the equipment [REDACTED]. A related item which perhaps deserves some consideration is whether a reserve fuel and lubricant stock should be maintained at the Center to carry over until such time as some supply channels could be established.

g. Paragraph 3f. Although I understand this item has been discussed with Mr. Wolf, I believe it might well be raised again with consideration of what arrangements might be made with local banks to meet the need.

h. Paragraph 3g. This again, I think, goes back to the big question I have been asking, which is what we are going to do? The [REDACTED] can make his plans only in terms of requirements laid upon him or upon the basis of his own assumptions. If he can be given certain requirements, he can plan specifically. If he must make his own assumptions, he has to plan in terms of construction of temporary buildings or for various numbers of additional personnel of various kinds, which means that he would have to make perhaps a half dozen different determinations.

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i. Paragraph 3i. It seems to me that this point might be considered in terms of use of local facilities in the area. The related problems, of course, of settlement of affairs and notification of kin, I believe, [REDACTED] should take up directly with Personnel.

j. I think the idea expressed in 3j is good for the sake of familiarization, but I wonder whether it does not represent at the same time an increase in the possible leaks.

k. Paragraph 3k. I think we should ask [REDACTED] for a report of progress on the up-dating of the lists. I think, however, provision should be made for a regular up-dating procedure to keep the lists current. Our present state of confusion is in part a result of the DD/P reorganization, but I believe that part of it has to do also with the failure of the procedure which was supposed to provide for this.

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2. I have three additional comments to make on the present plan as submitted by [REDACTED]

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a. The first is that throughout his plan provisions are made for the augmentation of the [REDACTED] staff by the assignment of students residing at the center at the time of the emergency. Inasmuch as the student population has decreased from the maximum and may decrease even more, I believe that flexibility should be provided in this augmentation plan, otherwise some staff components will get full augmentation from the student body and others none at all if there are not enough students present at the particular moment to go around.

b. Second, the plan as presently drawn covers only the first few days of operation, which, of course, is perfectly proper. I believe, however, it should be augmented by another plan for the continued operation

25X1A6a of the Center after the force is there and settled. The operators should have such a plan and perhaps do, but I question whether administration has one. I ask such questions as, how do we fit in with the administrative staff [REDACTED] What administrative functions now performed at Headquarters will be continued there and to what extent? These are questions perhaps for the Agency plan but must dovetail with the plans of the Center.

25X1A6a c. Third, nothing in [REDACTED] present plan provides for handling the people who are properly admitted at the gate but for whom no space has been assigned and yet both the [REDACTED] plan and [REDACTED] comments on 25X1A9a it indicate that unlisted people are expected to arrive. Some sort of policy concept should be established and provisions made for its operation in the first few days.

5X1A9a 3. Inasmuch as [REDACTED] revision of his first draft is awaiting action by this Office, I recommend that as soon as you have had a chance to review these comments and add your own ideas that we set up a meeting with 25X1A9a [REDACTED] It could be held here or at [REDACTED] The 25X1A6a latter might be better in that we could look, for example, at some of the areas [REDACTED] has considered for the possible addition of housing space, etc.

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SA/DDA:RSW:jeb

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[REDACTED]